

DA QA/QC: 10/25/00. SY

EYES ONLY

15 November 1971

MEMORANDUM FOR: Director of Training

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SUBJECT: [REDACTED] Remarks in Advanced
Intelligence Seminar - 11 November 1971

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1. [REDACTED] began by reviewing briefly the major changes in intelligence community organization announced by the President last week. He stated that the "enhanced leadership role" being given to the DCI, is in many ways a personal tribute to Mr. Helms, and reflects the confidence which Mr. Nixon has shown in the Director.

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2. Following a brief discussion of the reorganization plan, Mr. [REDACTED] addressed himself to a variety of wide-ranging subjects in response to student questions. (His formal remarks were limited to about 20 minutes - the question period lasted about an hour and a half.) Some of the responses follow:

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a. Re personnel cuts: They will probably continue. Mr. [REDACTED] feels that across-the-board cuts are not the answer - that we should be continually concerned with project review - and should eliminate or cut funds from projects that are no longer pulling their weight. Further reductions overseas may be in order.

b. Our overseas responsibilities should be cut back to the things we were originally set up to do - FI, CI and limited covert action. (There is little chance we will be running a [REDACTED] war again.)

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c. In response to a question about the need for improving inter-directorate communications in the Agency: "That's what courses like this are all about."

d. Regarding his conception of the Executive Director-Comptroller's job, he made it clear that he viewed it somewhat differently

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than Col. White - mainly because of the difference in their backgrounds. He implied strongly that he does not view it as a "super-DDS" position - but as a coordinator to handle budgetary and planning responsibilities and to resolve inter-directorate problems. He suspects he will be getting involved more deeply in operational and substantive matters than does Col. White.

e. He defended vigorously the amount of money being spent on overhead reconnaissance, in response to some critical DDP questions about this. At the same time, he underlined the continuing importance of successful agent operations, promising that the DDP will not be short-changed.

f. Many of the old-timers in the Agency, he said, are under-rating the value of computers. They can tell us a good deal - more of us should learn how to use them to sort out information and help us solve management problems.

g. Although the Director will obviously have to spend more time on inter-Agency matters in the future, he will not be spending 90-95 % of his time on these problems. He will continue to run the Agency!

h. He spent a good deal of time giving his evaluation of the Viet-Nam situation - past, present, and future.

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3. All in all, I think [REDACTED] made a very favorable impression on the group. He was forthright, vigorous, and sharp. He persistently stressed that he would be turning to them (the middle-level managers) for solutions to the problems which would be facing him and the Agency. The only mild criticism to his presentation, according to

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[REDACTED] was that a few students felt that he viewed the Agency a little bit too much from the viewpoint of a DDP case officer. (As I recall, [REDACTED] admitted this himself at one point, stressing that he is still learning his job.)

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4. Charlie tells me that your presentation on Thursday afternoon was extremely well received, and that there was very little overlapping between what you and [REDACTED] had to say about the reorganization plan.

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